

3 OCT 1968

MEMORANDUM FOR: Deputy Director for Plans

SUBJECT : CS Comments on Senior Operations Seminar

1. Forwarded herewith per your request is a brief summary of points made by division and staff chiefs relative to the DDP proposal for a Senior Operations Seminar.

2. These comments follow:

a. Agreement

There is widespread CS agreement that such a Seminar is needed and would be worthwhile.

b. Emphasis

agree (The major reservation expressed in CS responses is the belief that the course over-emphasizes management, per se, as opposed to operations. This reservation is well taken within the context of the proposal. There is, however, room for misinterpretation in the proposal. The phrase, planning, programming and budgeting requirements, probably aroused concern among certain division and staff chiefs. This and similar phrasing should be eliminated, but somewhere in the Seminar these parameters in operations management should be considered.

c. Duplication

Considerable concern was expressed that the Seminar would degenerate into a senior Mid-Career Course or duplicate certain other training -- the COS Seminar, the National

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differentiation? →
Interdepartmental Seminar, etc. or recede into a senior CS tradecraft course. This concern can be overcome through proper structure and management of the Seminar. DDP/TRO has discussed duplication with the DTR and [redacted], both of whom are aware of the possibility of duplication and will guard against it when planning the course. 25X1A

Still not clear to me
[redacted] 25X1A
d. Scope and Objectives

Spec. (→
The consensus is that the scope and objectives of the course will have to be recast with emphasis placed on operations and operational problems of the CS. The design of the Seminar should place the responsibility for Seminar substance on the divisions and staffs, with the Seminar being conducted through an exchange of ideas and experiences of senior officers which would stimulate constructive and imaginative discussions of CS problems oriented towards increasing the effectiveness of the CS. A rewrite of the scope and objectives with these thoughts in mind should alleviate reservations held by certain CS elements.

e. Structure

There were no major reservations from the CS relative to structure. The Seminar should remain along Seminar lines, with a number of small teams or groups, under the guidance of a senior CS officer. Distinguished speakers should be sought as required and the DDP should provide a provocative and stimulating input of problems, as previously planned. Instead of each student preparing a paper each group or team could submit a paper in response to one or more DDP requirements.

f. Length

The majority opinion within the CS is that the Seminar as proposed is too long since it is difficult to release senior officers for a 6 - 8 weeks period. There were varying recommendations relative to length of the course, from a

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few days to 3 to 4 weeks. It is suggested that we not decide on the length, but work within the 3 to 4 week time span. We may start with 3 - 4 weeks and after 1 or 2 presentations determine if the course should be modified in length. A quality presentation should not be regulated by time (within reason). *2 weeks*

Good. {
g. Seminar Capacity

The DDP proposal was 25 - 30 students. There were several comments that this was too large for a Seminar forum. We should retain this capacity - 5 to 6 teams of 5 students is a balanced and easily managed seminar arrangement. *16-20*

3 or 4 teams would be just as balanced.
h. Location

The consensus of components is that the course should be located at headquarters to permit periodic CS availability of students. Interest was expressed in using [] due to its close proximity to headquarters and its relaxing surroundings. [] was believed to be too far away for a 3 to 4 week period for senior officers. On balance, locating the course at headquarters or [] would be a better alternative if space and other support problems can be solved. *Good.*

3. We will be glad to discuss this matter with you at your convenience and then, in consultation with OTR, recast the course.



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Chief, Operational Services